

*An Enrollment Discussion with*  
**Budget Planning Council**

Fall 2021

# Division of Enrollment Management: Units and Leadership

- **Undergraduate Admissions:** Dr. Mateo Remsburg, AVP and executive director
- **OHIO Online Enrollment:** Ginny Valentin, senior director
- **Enrollment Marketing:** Katie Troyer, senior director
- **Office of Student Financial Aid and Scholarships:** Valerie Miller, director of Student Financial Aid and Scholarships
- **Office of the University Registrar:** Deb Benton, University Registrar
  - Veterans and Military Student Services Center: Terry St. Peter, director
- **Enrollment Initiatives:** Rob Callahan, senior director

# Enrollment Management Planning Groups 2021-2022

Group	Purpose	Notes
<b>Strategic Enrollment Executive Group</b>	Deciding	Dedicated convenings of Executive Budget Group to enact decisions related to strategic enrollment management and associated resources. <i>Includes President, EVPP, VPFA, and support personnel.</i>
<b>Enrollment Strategy Steering Group</b> <i>Replaces SEEC Enrollment Growth Subgroup</i>	Recommending	Prepares and advances strategic and resource recommendations with input from other groups. Validates enrollment projections. <i>Composition: CSIO, VP UCM, VP EM, Deans (2), VP Undergraduate Education, Academic Budget Office</i>
<b>Strategic Enrollment Advisory Group</b> <i>Replaces SEEC</i>	Advisory	Cross-functional group with representation from all divisions and faculty senate. Includes ad hoc working groups.
<b>Scholarship Leveraging Group</b>	Recommending	Supports design and implementation of OHIO's strategic use of aid to optimize enrollment, generate revenue, and achieve desired profile.
<b>University Recruitment Council</b>	Informational	Modeled after University Academic Advising Council, a University-wide, all-are-welcome group to share recruitment and yield best practices, trends and opportunities for involvement.
Other groups as needed	Variable	Examples: CC+ Strategy, Pricing Analysis, RHE Enrollment Integration

# Enrollment Management Priorities 2021-2022

Establish an  
**enrollment-  
forward culture**  
University-wide

**Rebase the EM  
budget**  
and track ROI of each  
major investment

Engage in  
**strategic  
enrollment  
planning**

Prioritize  
**OHIO Online  
enrollment**  
infrastructure

Pursue a  
**One OHIO  
enrollment  
approach** across all  
six campuses

**Optimize  
scholarships and  
aid**  
in- and out-of-state

Support launching the  
**next phase of OHIO  
Honors**

Regain  
**Ohio market share**  
on all campuses

Continue to  
**grow non-resident  
enrollment**

**Revamp  
transfer credit**  
processes and service

Build  
**graduate EM**  
infrastructure

Continue to deliver  
**excellent service**  
in-person and online

Strategically distribute  
**HEERF III funding**  
and respond to  
COVID

Continue innovative  
**G+ Graduation  
Plan support**

Realize a competitive  
advantage via an  
**enhanced campus  
visit**

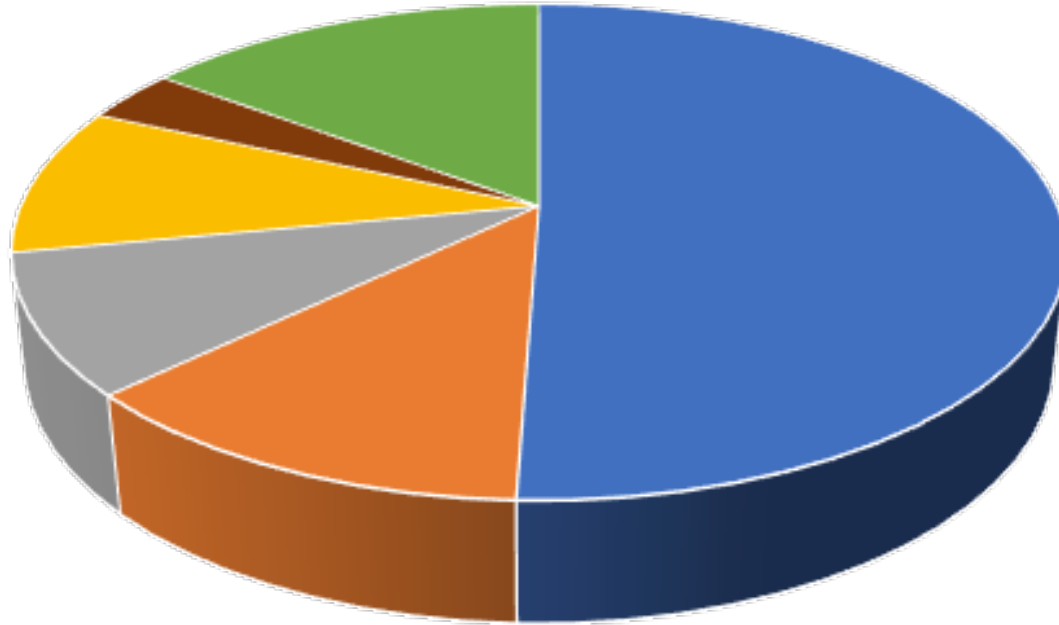
# Featured Enrollment Initiatives

- **Elevating reputation and brand in partnership with UCM and colleges**
- **University Recruitment Council** *(New!)*
- **Enhancing the campus visit, with dedicated space**
- **Targeted recruitment:** Out-of-state, multicultural recruitment, transfer, international, honors and scholars recruitment, academic focus
- **OHIO Online enrollment** *(New Team!)*
- **Enhanced scholarship strategy**
- **Streamlining the transfer experience**
- **Optimizing College Credit Plus as a pipeline**
- **Virtual services**

*Quick Recap:*  
Fall 2021 Enrollment  
Outcomes

# Total University Enrollment

Fall 2021 Preliminary Final Census Headcount



Once again, approximately half of OHIO's enrollment comes from categories other than Athens campus traditional undergraduates in fall 2021 (49.1% in 2020).

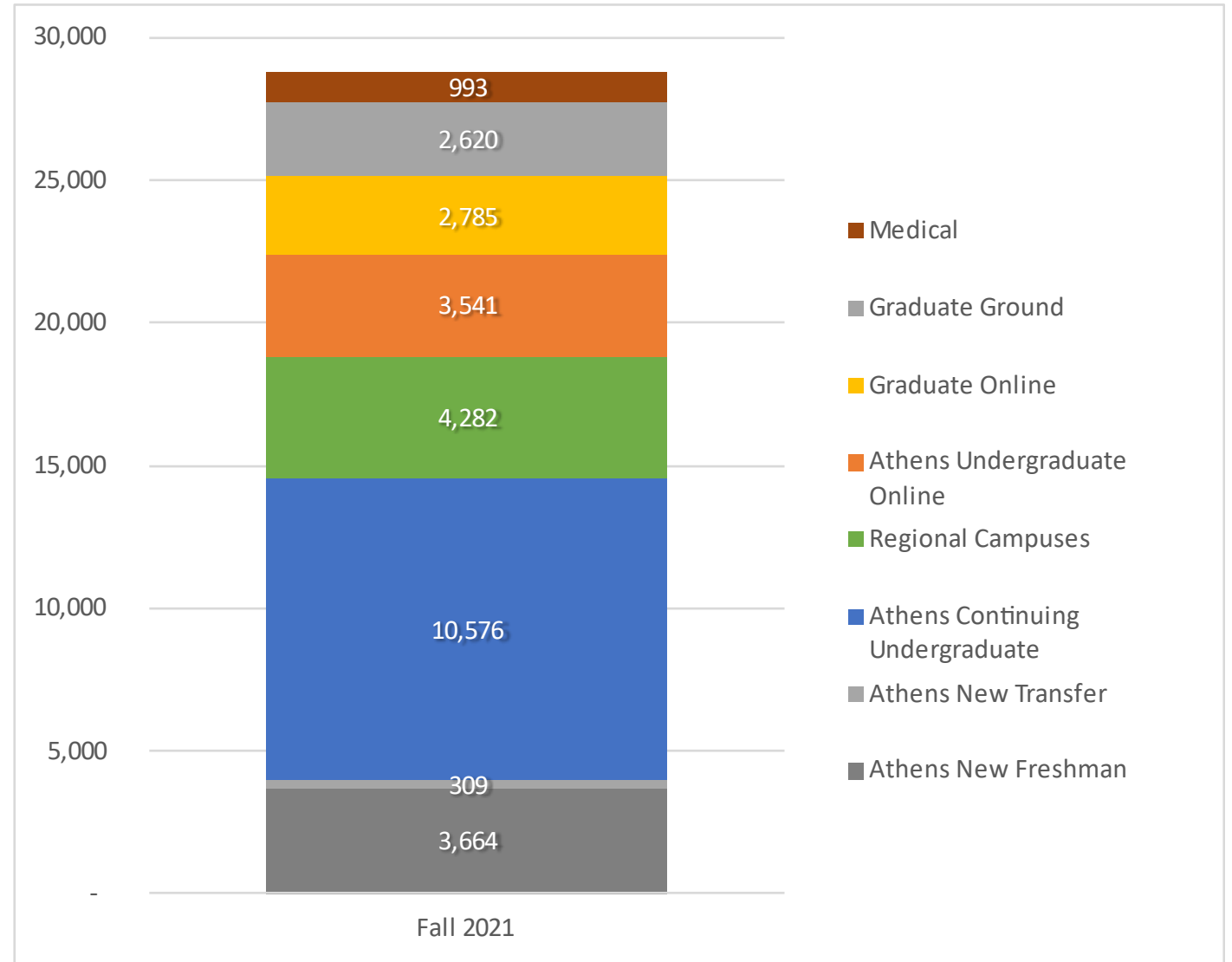
- Athens Undergraduate Traditional
- Athens Undergraduate Online
- Graduate Ground
- Graduate Online
- Medical
- Regional Campuses

# Total University Enrollment

Fall 2021 Preliminary Final Census  
Total Headcount: 28,770

Census date: 9/6/2021  
Diff vs. 2020: -1,639 (-5.7%)

Data considered preliminary;  
changes are anticipated due to  
multiple-start online programs.

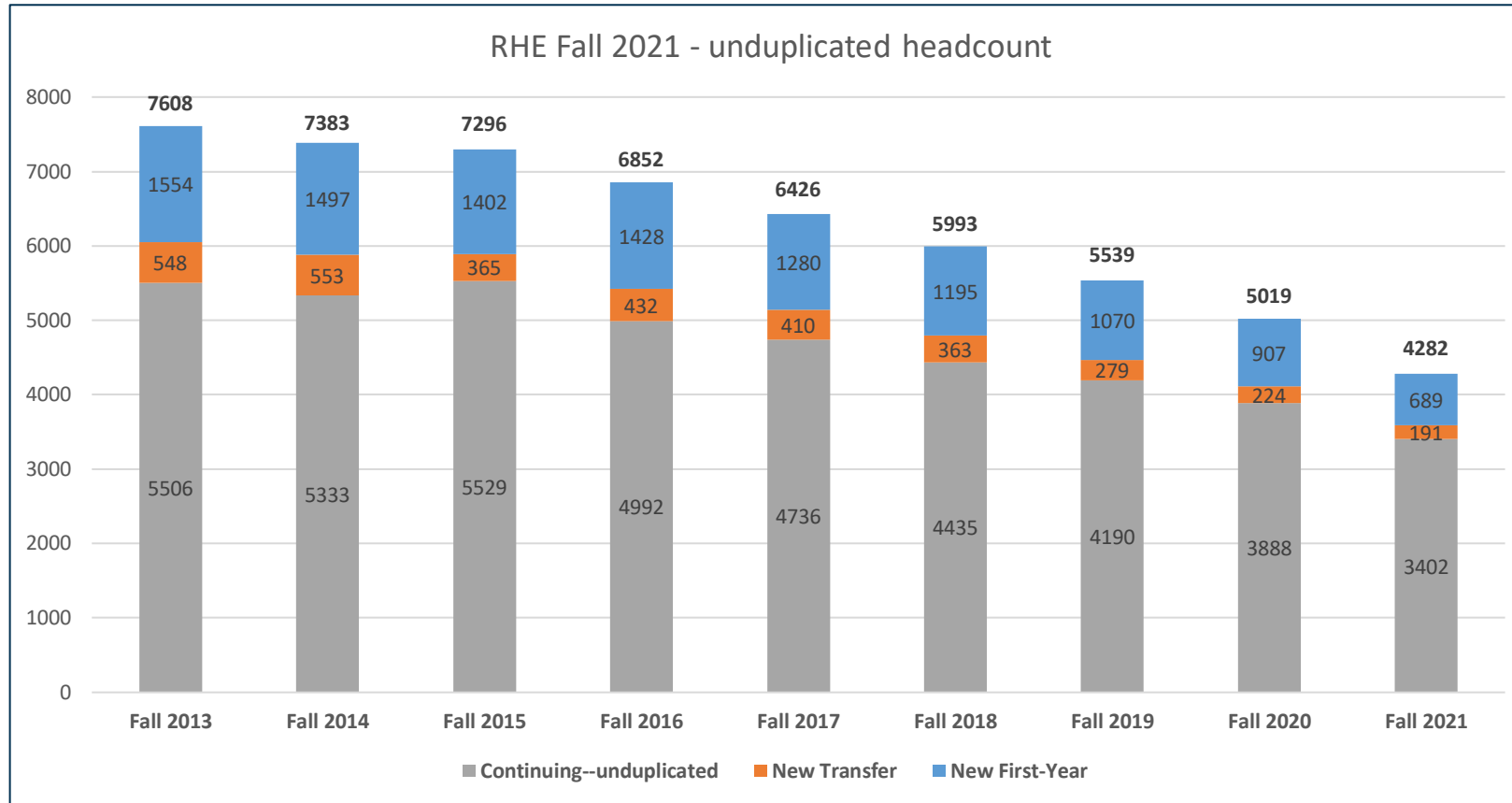




# Regional Campuses

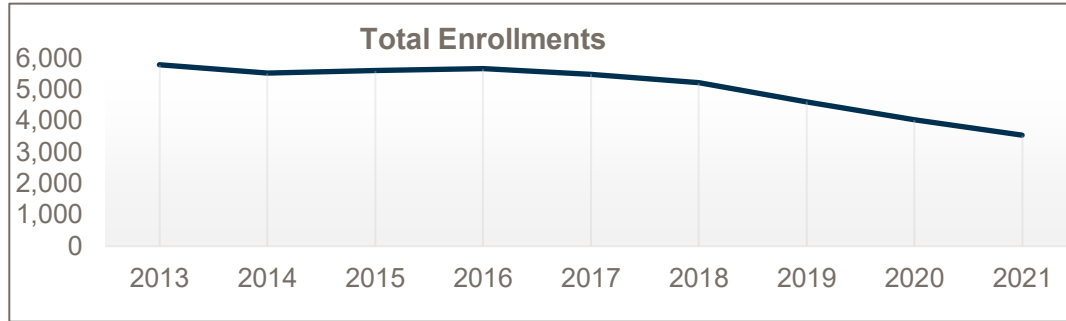
## RHE Census Enrollment: 4,282

- Difference vs. 2020: -737 (-15.9%)
- Credit hours will continue to include Athens students taking RHE courses



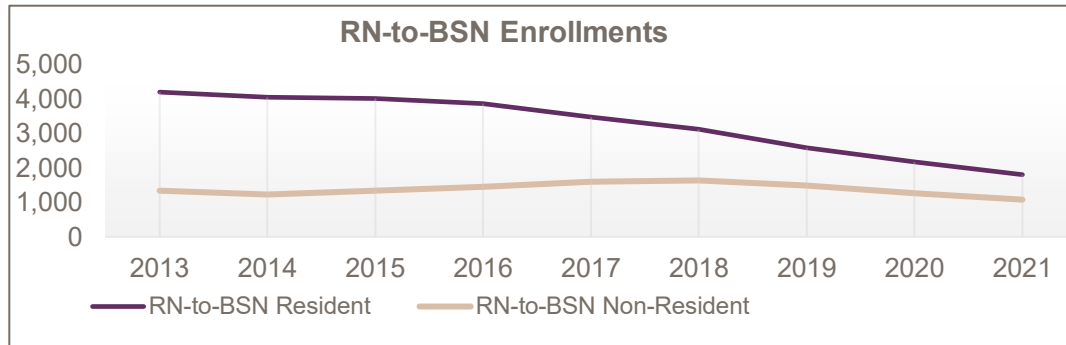
# Undergraduate Online Programs

## Online Degree Completion Programs



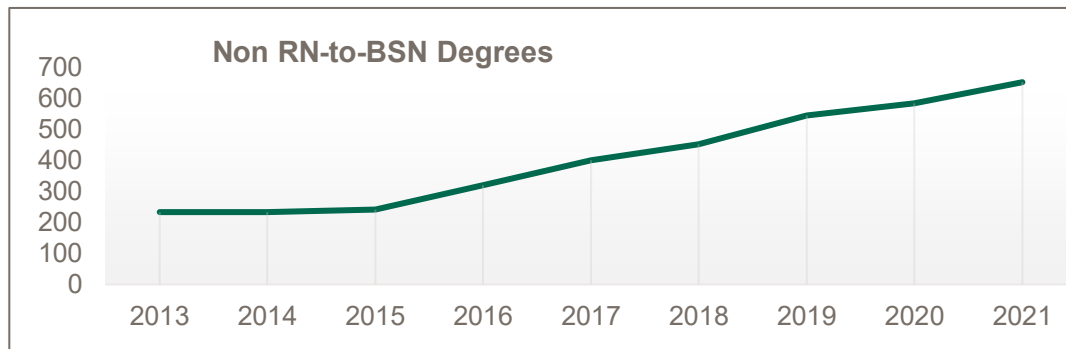
### Total Undergraduate Online Students

- **Census Enrollment: 3,541**
- Difference vs 2020: -486 (-12.1%)



### RN-to-BSN Students

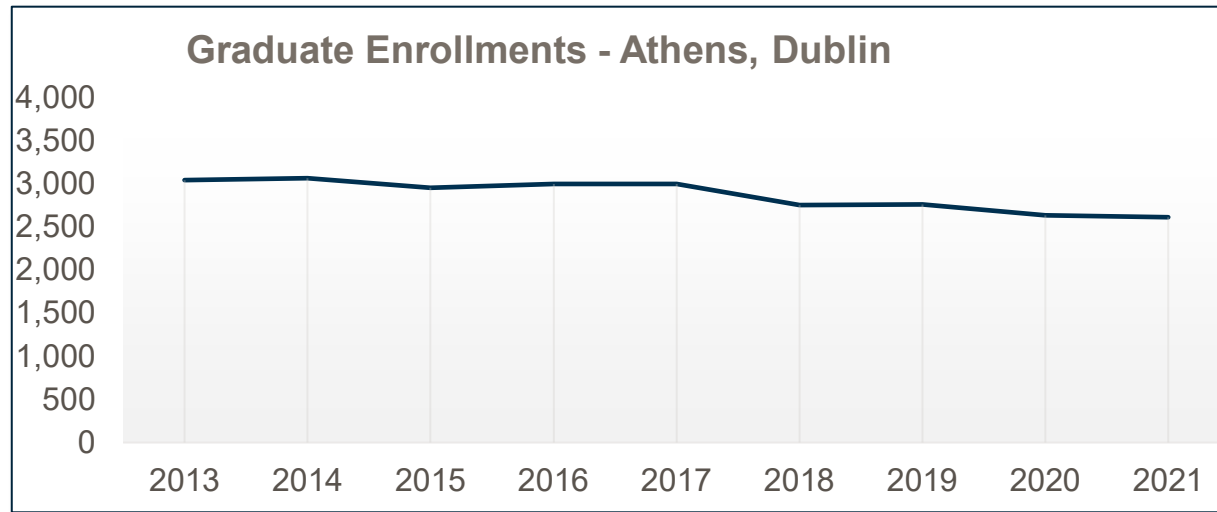
- **Census Enrollment: 2,890**
- Difference vs 2020: -554 (-16.1%)



### Other Online Programs Outside of RN-to-BSN

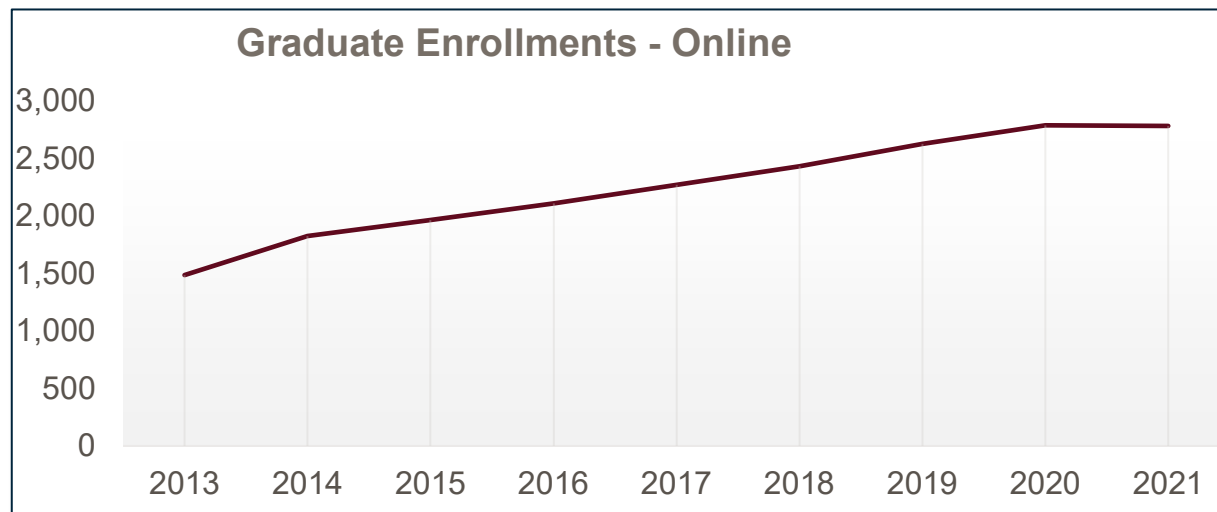
- **Census Enrollment: 651 (RECORD again)**
- Difference vs 2020: +68 (+11.7%)

# Athens Graduate Enrollments



## Graduate / Ground-Based and Hybrid

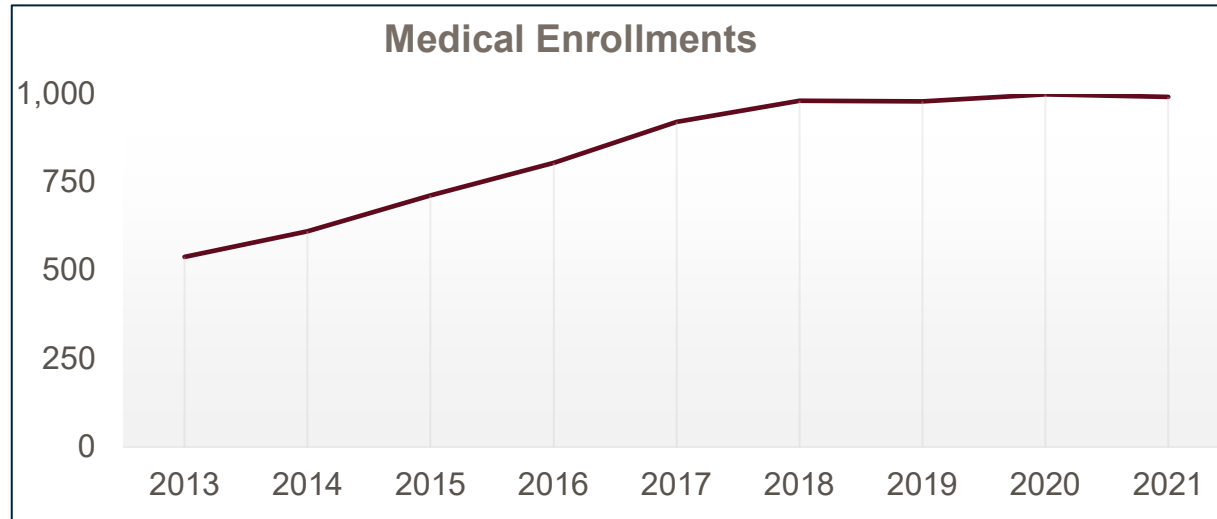
- **Census Enrollment: 2,620 Students**
- Difference vs 2020: -20 (-0.1%)



## Graduate Online Programs

- **Census Enrollment: 2,785**
- Difference vs 2020: -6 (-0.002%)

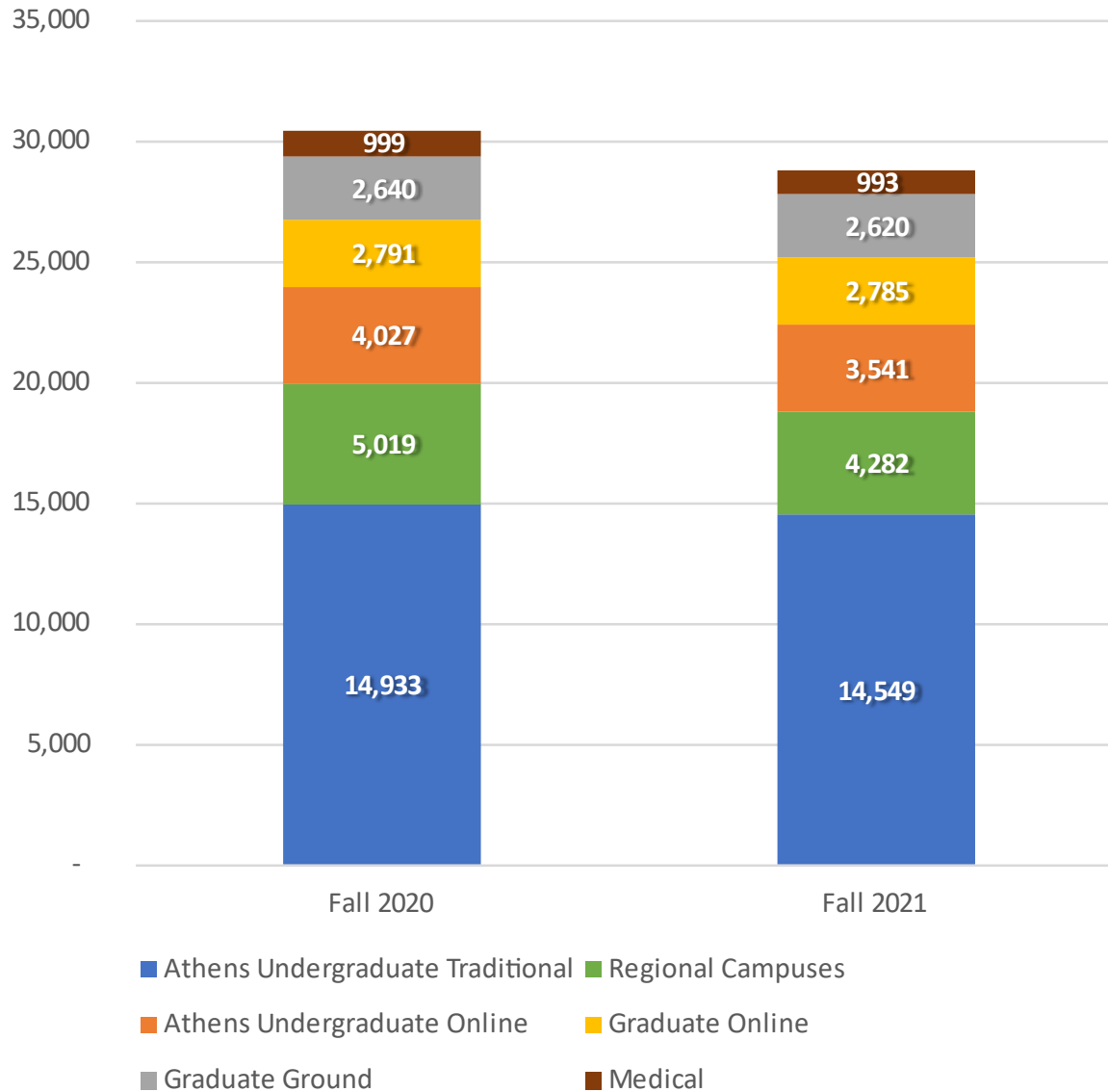
# HCOM Enrollments- All Campuses



## Heritage College of Osteopathic Medicine

- **Census Enrollment: 993 Students**
- Difference vs 2020: -6 (-0.01%)
- Fall 2018 was final year of planned growth

# TOTAL Enrollments- Change Analysis



## Total Enrollment Variance

Undergraduates:	(384)
Graduate ground:	(20)
Regional Campuses:	(737)
Undergrad online:	(486)
Graduate online:	(6)
Medical:	(6)
<b>Total Difference vs 2020:</b>	<b>(1,639)</b>

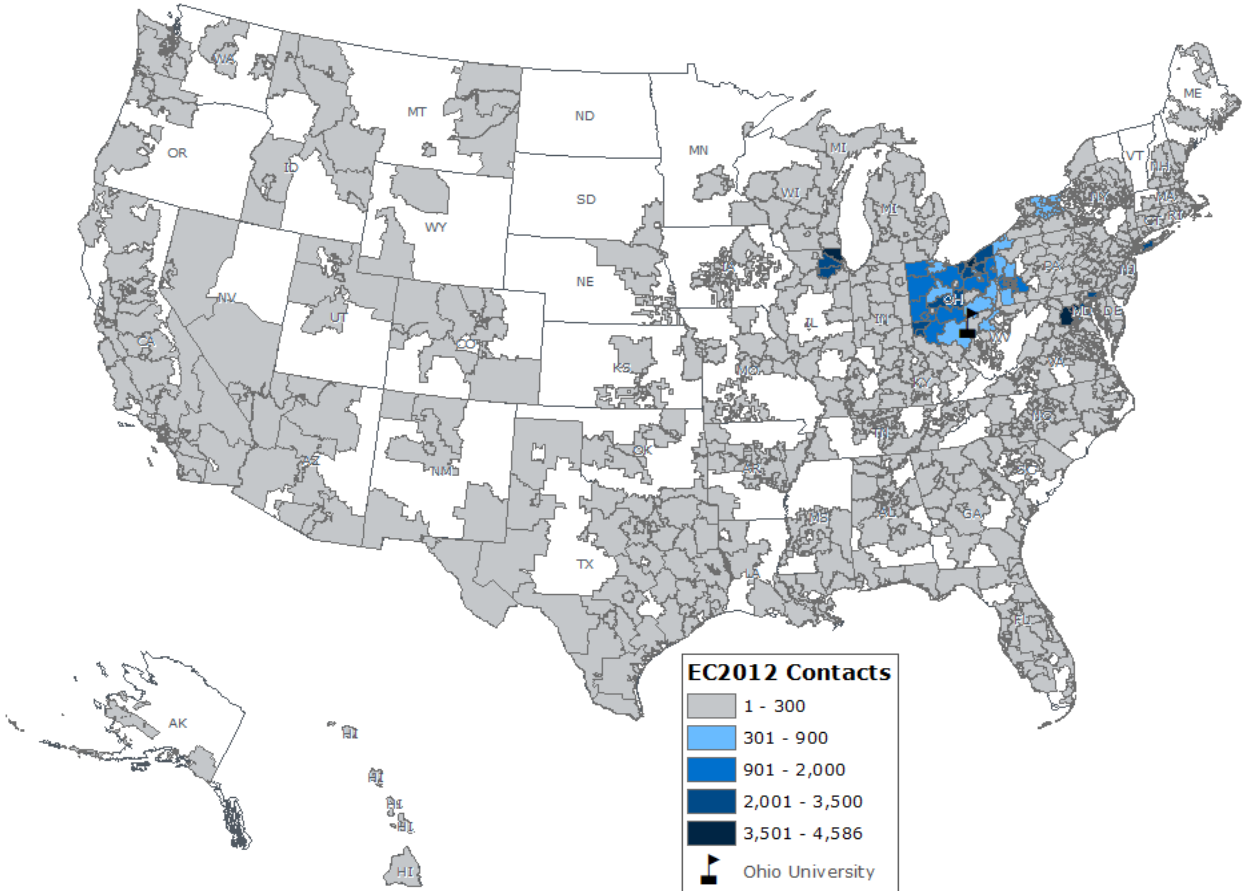
# Undergraduate Recruitment Strategy

## Creating the Enrollment Pipeline

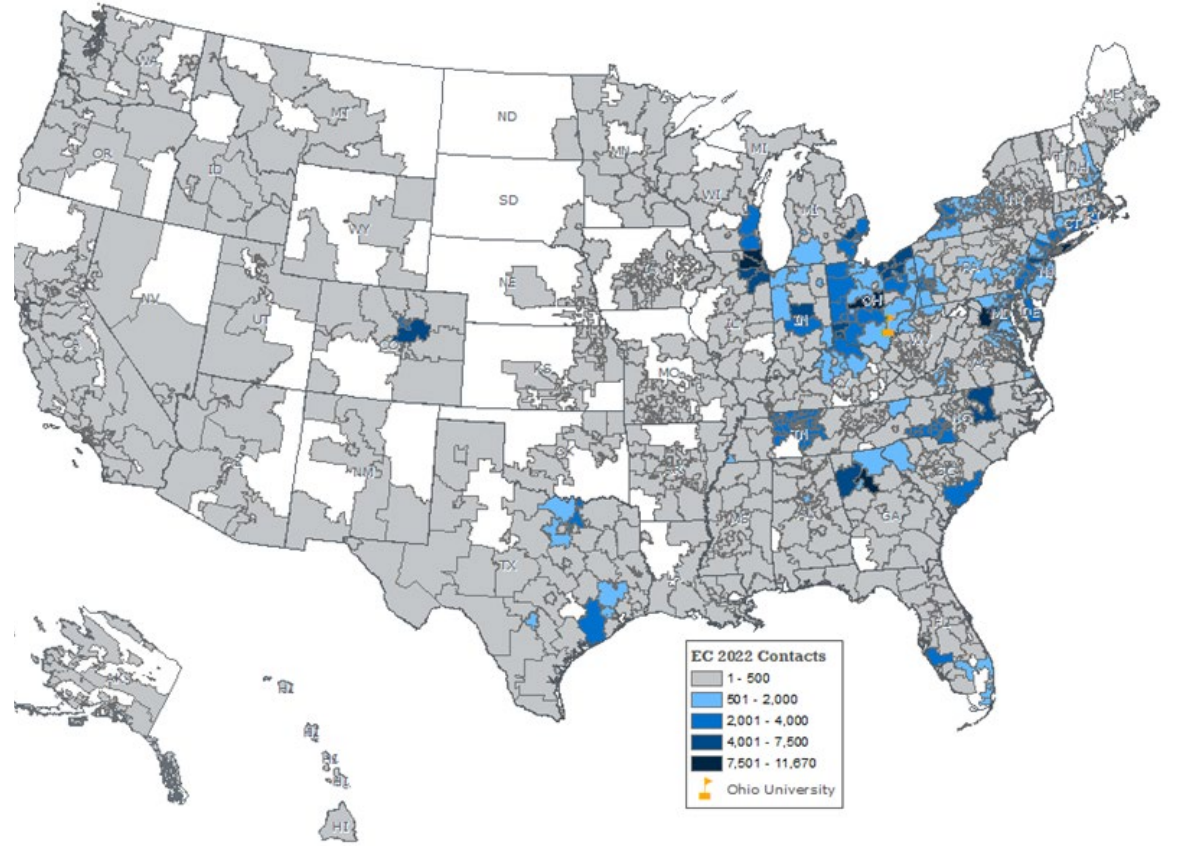
- **Prospects (~500k)**
  - Testing agencies (College Board, ACT | NRCCUA)
  - Digital marketing
  - Survey-based list sources
  - Referrals
  - Partnerships with schools, institutions, community-based organizations, licensure agencies, and employers
- **Inquiries (~100k)**
  - Traditional, digital, and web-based advertising/marketing
  - Test scores (ACT, SAT, AP, TOEFL, IELTS, CLEP, etc.)
  - Application search campaigns
  - Recruitment travel and on- and off-campus events
  - Academic camps, summer programming, CC+
  - Alumni engagement and referrals
  - School counselor, parent, and other influencer engagement



## Expanded Geography: Athens Fall Freshmen Prospects National recruitment approach



Fall 2012



Fall 2022

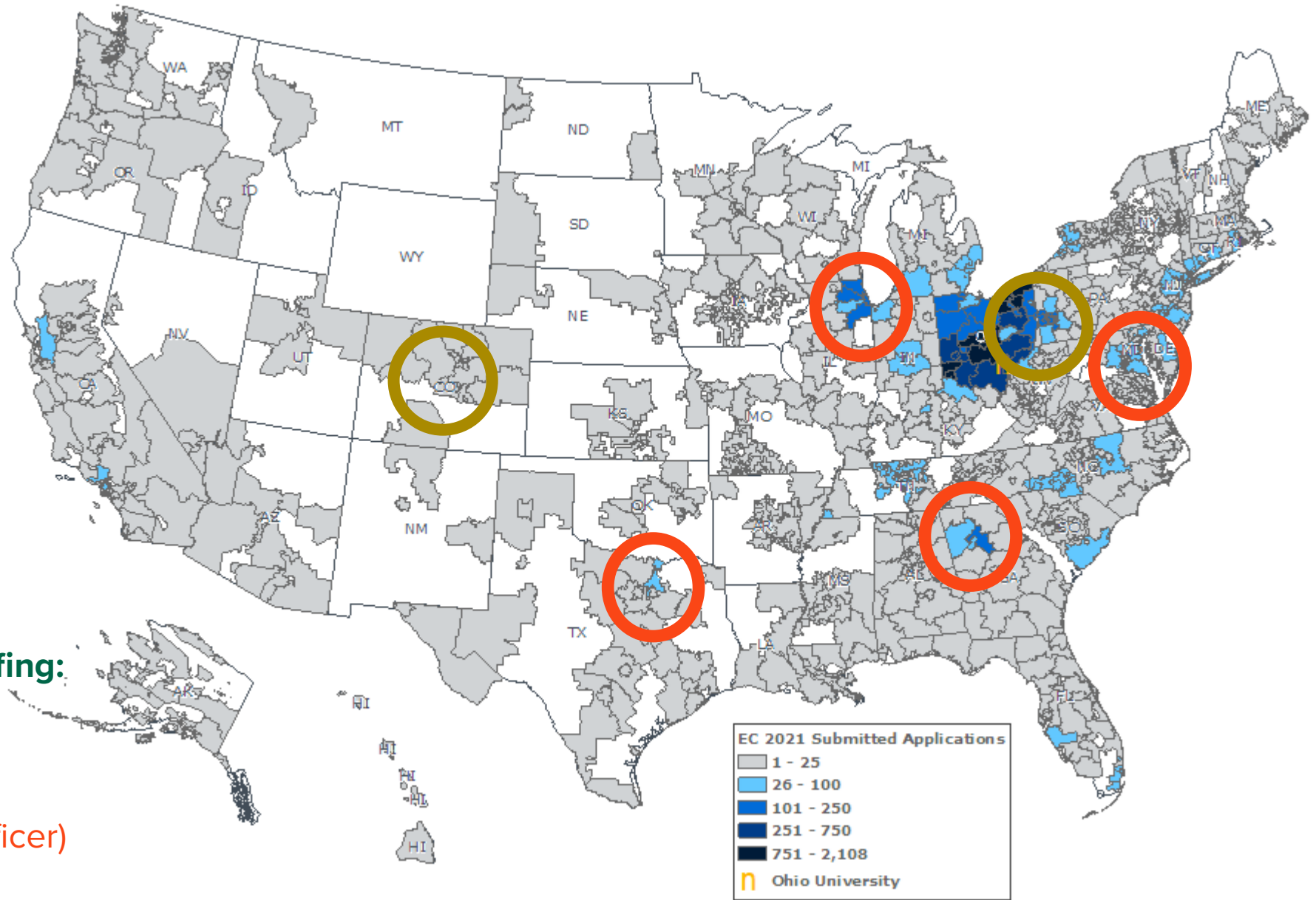


# Expanded Non-resident Initiatives

Fall 2021 Application  
Volume by Market

## International in-market staffing:

- Vietnam
- Malaysia
- India
- China (part-time digital officer)





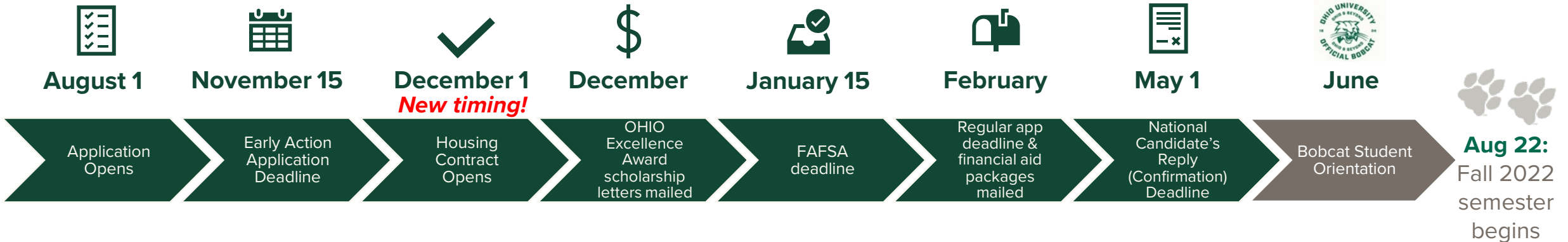
# Fall 2022: Important Milestones



Continuous recruitment...

Communication, recruitment travel, on- and off-campus events, virtual events, visits/tours, call campaigns, etc.

...and yield



## Important considerations:

- In-person recruitment travel converted to virtual events due to COVID responses at high schools
- Campus visits are in high demand by prospective students!
- Housing Application is now opening December 1 (previously in early January).

# Building Enrollment Projections



**Landscape and  
market data**



**National trends,  
precedents, surveys**



**Graduation  
rates and trends**



**Competitive info  
and intelligence**



**YTD metrics and  
milestones**



**Interest indicators  
and activities**



**Scholarship  
predictive modeling**



**Economic  
conditions**



**Government actions,  
restrictions, orders**



**Institutional  
changes**



**International  
considerations**



**COVID-19 impacts  
and outlook**

# Building Enrollment Projections

## National Data Sources and Research

- [IPEDS Data Center](#)
- [College Navigator](#)
- [Common Data Set Initiative](#)
- [National Student Clearinghouse](#)
- [Knocking at the College Door](#) (WICHE)
- [The College Board](#)
- [National College Attainment Network](#)
- [ACT | NRCCUA Encoura](#) and Eduventures reports
- [NSSE](#)
- [High-Schools.com](#)
- EAB
- [United States Census Bureau](#)
- [Bureau of Labor Statistics](#)

## State Resources

- ODHE [Enrollment Reports](#)
- ODHE [Higher Education Information](#) (HEI) System

## Marketing

- Admitted Student Questionnaire
- Proprietary and commissioned research
- Google Analytics

## Institutional Data

- CRM database (Technolutions Slate)
- [Institutional Effectiveness and Analytics](#) publications and ad hoc reporting
- [Oracle Business Intelligence](#)
- Analytics and Decision Support System
- Advisory boards

# Fall 2021 Performance vs. FY21 Actuals and FY22 Budget

<b>Athens Undergrad</b>			
	2020 Final	2021 Goal	2021 Final
<b>Total Freshman Class</b>	<b>3126</b>	<b>3528</b>	<b>3664</b>
<i>Vs. 2021 Freshman Final Actual</i>	-538	-136	
Ohio Resident	2682	2942	3055
Domestic non-resident	421	556	568
International (FR)	23	30	41
Ohio Market Share*	7.90%	8.70%	9.00%
Non-resident Proportion	14.20%	16.60%	16.60%
<b>Total Transfer Class (incl Intl)</b>	<b>325</b>	<b>300</b>	<b>309</b>
<b>Total</b>	<b>3451</b>	<b>3828</b>	<b>3973</b>

\*Share of Ohio HS grads attending University. Fall 2021 share approximate pending release of source data (actuals).



# Forecast in August Budget

UPGRADE IN PROGRESS

	AUGUST BUDGET						
Fall Term: Start of Academic Year	2021	2022	2023	2024	2025	2026	2027
Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Ohio Resident freshmen	2942	2921	2917	2994	3073	3073	3073
Domestic Non-Resident Freshmen	556	576	601	636	671	671	671
International Freshmen	30	40	50	55	60	60	60
<b>Total Freshman Cohort</b>	<b>3528</b>	<b>3537</b>	<b>3568</b>	<b>3685</b>	<b>3804</b>	<b>3804</b>	<b>3804</b>
Transfers - Resident	265	280	300	325	350	350	350
Transfers - Non-Resident (including intl)	35	45	50	50	50	50	50
<b>Transfer Total</b>	<b>300</b>	<b>325</b>	<b>350</b>	<b>375</b>	<b>400</b>	<b>400</b>	<b>400</b>
<b>Estimated New Student Total</b>	<b>3828</b>	<b>3862</b>	<b>3918</b>	<b>4060</b>	<b>4204</b>	<b>4204</b>	<b>4204</b>



# Projection Development: Market Share Approach

1. Understand predicted HS graduation in Ohio and nationally (WICHE).
2. Analyze first-time college students attending any USO college or university (ODE and ODHE).
3. Determine volume of students attending university.
4. Apply WICHE rates of change to historical populations to project future available HS grads.
5. Track stated goals and progress of major competitors. Understand intentions of competitors—what share will they take?
6. Assume and apply OHIO's anticipated rate of market-share change in Ohio.
7. Analyze out of state and international initiatives to project trends.
8. Validate against actuals in progress and predictions.
9. Generate prescriptions, implement interventions and **iterate throughout the cycle.**

# Fall 2022 Observations

- Competitive landscape and national trends
- Cyclical changes—*up or early?* deferrals?
- Inquiry pool
- Applications
- FAFSA submissions
- Yield efforts
- Predictive and descriptive variables in each lifecycle phase
- Layered strategy ROI analysis

# Questions